



DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY ARMOR CENTER AND FORT KNOX
FORT KNOX, KENTUCKY 40121-5000

REPLY TO
ATTENTION OF:

ATZK-CP (690)

23 May 2002

MEMORANDUM FOR

Commanders, All Units Reporting to This Headquarters
Directors and Chiefs, Staff Offices/Departments, This Headquarters

SUBJECT: Thunderbolt Six Policy Memo No. 38-38 - Civilian Training Program

1. Reference AR 690-400, Total Army Performance Evaluation System, 22 May 1993, Chapter 410.
2. Our civilian work force plays an integral role in accomplishing Fort Knox's goals and missions. In this environment of rapid change, it is imperative that we devote sufficient time and resources to training and development programs that will sustain current technical capabilities and develop those needed for the transformation of the Army. It is equally important that we provide the tools and programs that will develop and shape civilian leaders who can be caring and effective, and meet the daunting challenges of the future. Therefore, I have established specific requirements for the civilian training program, as described in this memorandum.
3. **Individual Learning Plans (ILPs).** An ILP will be prepared for each civilian employee. This plan will identify any training requirements needed to meet or sustain technical proficiency, and can include professional or personal development objectives. The plan preparation should be a joint effort between the employee and their supervisor and should normally be prepared once a year in conjunction with the employee's annual performance appraisal. The ILPs can be updated more frequently if needed, but at a minimum should be reviewed and validated at least once a year. Addressees are charged with reviewing employee records, identifying any instances where a current ILP does not exist for a civilian employee, and ensuring completion of this ILP **NLT 19 July 2002**. FK Form 5043-R-E, Individual Learning Plan, should be used for this purpose and maintained within the organizational personnel files. Quarterly Training Briefs (QTBs) will be used to report on the status and results of this program; specific formats are included in the instructions from G3/DPTM.
4. **Civilian Leadership Development and Certification Program.** Continuous learning is a necessary ingredient for the success of any leader who is charged with achieving success through the actions of others, and maintaining a sense of unity and dedication in face of tremendous challenges. For these reasons, every civilian who holds a supervisory position is required to devote a minimum of 32 hours each year towards

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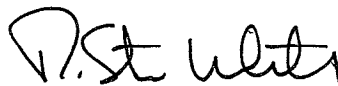
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enhancement of leadership skills. (For the remainder of CY02, the requirement is 16 hours.) A variety of methods and courses can be used to fulfill this requirement. Examples include classroom instruction, computer-based courses, leadership seminars, college courses, command-sponsored training such as suicide prevention or ABC/M, or the participation in developmental assignments, cross training, or mentoring programs. The suspense for completion of the CY02 certification, which is 16 hours of learning or improvement efforts, is **31 December 2002**. Addressees have the authority to waive the annual certification requirement for specific individuals, if sufficient reasons are presented. QTBs will be used to report on program status and results; specific formats are included in the instructions from G3/DPTM.

5. An Installation Civilian Training Committee has been formed to review and evaluate program efforts, develop and approve annual training plans, and recommend changes as needed. Committee members include the Dir CPAC; Dir, DRM; Dir, DOIM; Dir, G3/DPTM; President, AFGE Local 2302; and representatives from USAREC and MEDDAC. This committee held its initial meeting on 18 March 2002, and developed the Civilian Training Plan as shown at enclosure 1. Specific dates and scheduling procedures for these courses will be provided by CPAC. Note that the training plan was developed based on input provided into the annual training needs assessment survey in September 2001. This plan will be updated and an FY03 plan developed based on input obtained during the next survey cycle, expected to occur in the July/August timeframe.

6. My intent is to wisely use our most critical resources – people, time, and money – to meet the needs of today and challenges of the future. To be a viable force, and maintain a relevancy to the Army's goals and objectives, we must make a serious investment in our training programs. This certainly includes the training of our civilian employees and leaders. I charge each of you with embracing the concepts described herein and enthusiastically charging forward to implement the stated requirements. Your support and personal involvement are critical to the lasting success of this program.

Encl



R. STEVEN WHITCOMB
Major General, USA
Commanding

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CF:

DCG, USAARMC

CDRs, Fort Knox Partners in Excellence

CIVILIAN TRAINING PLAN FY02 AND EARLY FY03

APPROVED COURSE OFFERINGS:

COMPUTER SKILLS

Course Title: Excel

Content/Description: Contract developed training package tailored for Fort Knox. Will provide basic skills training on Excel operating characteristics, tools, formats, and uses.

Source: Contract instructor (a competitive bid will be issued for class design, along with presentation at least 10 times)

Frequency: 10 classes will be scheduled

Duration: Each class will be for an 8-hour period; may be presented in 2 half-day blocks

Target Audience: Any civilian employee who uses Excel in their job

Size: 12 students per class

Location: Building 65 Computer Lab

Estimated Cost: \$3,000 - \$4,000

Course Title: PowerPoint

Content/Description: Contract developed training package tailored for Fort Knox. Will provide basic skills training on PowerPoint operating characteristics, tools, formats (generally used at Fort Knox), and likely uses for briefings (at Fort Knox).

Source: Contract instructor (a competitive bid will be issued for class design, along with presentation at least 10 times)

Frequency: 10 classes will be scheduled

Duration: Each class will be for an 8-hour period; may be presented in 2 half-day blocks

Target Audience: Any civilian employee who uses PowerPoint in their job

Size: 12 students per class

Location: Building 65 Computer Lab

Estimated Cost: \$3,000 - \$4,000

Course Title: Computer Basics (Office Suite)

Content/Description: Contract developed training package tailored for Fort Knox. Will provide basic skills training on the Microsoft Office Suite (Office, Windows, Word, Outlook) and basic computer operating instructions.

Source: Contract instructor (a competitive bid will be issued for class design, along with presentation at least 10 times)

Frequency: 10 classes will be scheduled

Duration: Each class will be for an 8-hour period; may be presented in 2 half-day blocks

Target Audience: Any civilian employee

Size: 12 students per class

Location: Building 65 Computer Lab

Estimated Cost: \$3,000 - \$4,000

BUSINESS/OFFICE SKILLS

Course Title: Briefing Techniques

Content/Description: Classroom instruction on basic skills and techniques for presenting briefings.

Source: Staff and Faculty Development, Armor School

Frequency: 2 classes will be scheduled

Duration: Each class will be for an 8-hour period

Target Audience: Any civilian employee who presents briefings

Size: 30-40 students per class

Location: TBD

Estimated Cost: None

Course Title: Effective Writing

Content/Description: Classroom instruction on basic writing skills and the Army Writing Program

Source: Army Writing Program proponent (Marilyn Ardisson)

Frequency: 2 classes will be scheduled

Duration: Each class will be of an 8-hour duration, presented in 2 half-day blocks

Target Audience: Any civilian employee

Size: 30-40 students per class

Location: TBD

Estimated Cost: None

INTERPERSONAL SKILLS

Course Title: Dealing with Conflict and Difficult People

Content/Description: Classroom instruction on how to maintain composure around difficult people, constructively resolve conflicts, motivate others to take positive action, and minimize the negative impact of difficult personalities.

Source: Local vendor (TBD)

Frequency: 2 classes will be scheduled

Duration: Each class will be for an 8-hour period

Target Audience: Any civilian employee

Size: 30-40 students per class

Location: TBD

Estimated Cost: \$3,000 - \$4,000

Course Title: Stress Management

Content/Description: Classroom instruction on how to assess stress levels and use a variety of stress reduction techniques to manage stress in difficult and challenging work situations.

Source: Local vendor (TBD)

Frequency: 2 classes will be scheduled

Duration: Each class will be for an 8-hour period

Target Audience: Any civilian employee

Size: 30-40 students per class

Location: TBD

Estimated Cost: \$3,000 - \$4,000

Course Title: Time Management

Content/Description: Classroom instruction to learn practical techniques for managing time; focusing time, energy and resources on the things that matter most; learning to make the work environment less reactive and more productive; and increasing professional and personal effectiveness.

Source: Local vendor (TBD)

Frequency: 2 classes will be scheduled

Duration: Each class will be for an 8-hour period

Target Audience: Any civilian employee

Size: 30-40 students per class

Location: TBD

Estimated Cost: \$3,000 - \$4,000

Course Title: Increasing Human Effectiveness (Managing the Rapids of Change)

Content/Description: Classroom instruction that provides oversights into overcoming fear of failure and change, increasing acceptance of new ideas and methods, and creating a climate for achievement. Enables individuals to approach their work on an "I want to" instead of an "I have to" basis. Provides tools for effective goal implementation, enabling people to perform at higher levels.

Source: Bob Wood, Civilian Employee Assistance Program Coordinator

Frequency: 4 classes, 1 per quarter

Duration: Each class is 4, half-day sessions

Target Audience: Any civilian employee

Size: 10-12 students per class

Location: TBD

Estimated Cost: None

SUPERVISION AND LEADERSHIP DEVELOPMENT

Course Title: Federal Budget Process

Content/Description: Classroom instruction on learning the major phases and timing in the budget process; principal participants and their roles; importance of political relationships in budget formulation; roles of the OMB, GAO, and CPO; current issues affecting congressional actions in the federal budget process and the inherent instability of the process; and the budget review and audit process and how this impacts future budget formulation.

Source: USDA Grad School (Course # BUDG7103D-C30)

Frequency: 1 class will be scheduled

Duration: Class will be for a 2-day duration

Target Audience: Civilian and military supervisors of civilian employees

Size: 30-40 students per class

Location: TBD

Estimated Cost: \$5,000 - \$6,000

Course Title: Coaching Skills for Today's Leaders

Content/Description: Classroom instruction to learn the characteristics of a good coach; how to bring out the best in people; attract and retain top employees; give constructive feedback; delegate tasks with greater confidence; increase employee productivity and morale; and avoid coaching pitfalls.

Source: USDA Grad School (Course # MGMT9002D-C30)

Frequency: 1 class will be scheduled

Duration: Class will be for a 1-day duration

Target Audience: Civilian and military supervisors of civilian employees

Size: 30-40 students per class

Location: TBD

Estimated Cost: \$3,000 - \$4,000

Course Title: Leading Change

Content/Description: Classroom instruction to better understand the leadership role in the continuing change process; learn how to lead the organization to improved performance by exercising skills as a confident change agent; strategically and systematically plan and implement organization change initiatives; develop strategies to support both near and long term plans for achieving required organizational change; and get tools for understanding and facilitating change.

Source: USDA Grad School (Course # MGMT7201D-C30)

Frequency: 2 classes will be scheduled

Duration: Each class will be for a 2 ½ day duration

Target Audience: Civilian and military supervisors of civilian employees

Size: 30-40 students per class

Location: TBD

Estimated Cost: \$7,000 - \$10,000

Course Title: How to Deal with Conflict: Principles and Practices

Content/Description: Classroom instruction to learn the key principles of conflict theory; how conflicts escalate and how to resolve them before they get the best of you; techniques for creating a harmonious work environment.

Source: USDA Grad School (Course # MGMT7014D-C30)

Frequency: 1 class will be scheduled

Duration: Class will be for a 1-day duration

Target Audience: Civilian and military supervisors of civilian employees

Size: 30-40 students per class

Location: TBD

Estimated Cost: \$3,000 - \$4,000

Course Title: Correcting Employee Conduct and Performance

Content/Description: Classroom instruction to learn preventive strategies for deterring employee misconduct; follow the steps of a disciplinary action; penalty factors to consider; how to control absenteeism; dealing with the insubordinate employee; how to distinguish between performance and conduct problems; writing a performance improvement plan; and the steps to taking a performance-based action.

Source: USDA Grad School (Course # LABR7012D-C30)

Frequency: 1 class will be scheduled

Duration: Class will be for a 2-day duration

Target Audience: Civilian and military supervisors of civilian employees

Size: 30-40 students per class

Location: TBD

Estimated Cost: \$6,000 - \$7,000

Course Title: Basic Position Classification for Supervisors

Content/Description: Classroom instruction for new supervisors or those who need an update on the classification process. Topics covered include pay and classification; classification concepts; supervisory responsibilities; position management; classification standards; and classification appeals.

Source: DOD Field Advisory Services

Frequency: 2 classes will be scheduled

Duration: Each class will be for a 2-day duration

Target Audience: Civilian and military supervisors of civilian employees

Size: 20-30 students per class

Location: TBD

Estimated Cost: \$2,000

Course Title: Basic Labor Relations and Fort Knox LMA

Content/Description: Classroom instruction to learn the basic laws, rules, and procedures governing labor relations. The course also covers the key aspects and procedural steps of the Fort Knox Labor Management Agreement.

Source: Fort Knox CPAC

Frequency: 2 classes will be scheduled

Duration: Class will be for approximately 2 hours

Target Audience: Civilian and military supervisors of civilian employees

Size: 20 students per class

Location: CPAC Conference Room

Estimated Cost: None

Course Title: Overtime and Compensatory Time Allowances and Rules

Content/Description: Classroom instruction to learn the laws, rules, and regulations governing overtime/comp time allowances and entitlements. The course also covers local procedures and policies for approval, documentation, and audit of overtime expenditures.

Source: Fort Knox CPAC

Frequency: 3 classes will be scheduled (May 02 timeframe for Armor Center supervisors; additional classes can be scheduled to meet the needs of tenant organizations)

Duration: Class will be for approximately 2 hours

Target Audience: Civilian and military supervisors of civilian employees

Size: 60 students per class

Location: TBD

Estimated Cost: None